
THE INFLUENCE OF SELF-EFFICACY AND EMPLOYEE EMPOWERMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH JOB SATISFACTION

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ABSTRACT

The purpose of this research is to form the minds of employees who have low self-efficacy so that they are more productive at work according to gender, age and workload. It also aims to identify and analyze the effect of self-efficacy and employee empowerment on civic organizational behaviour through job satisfaction. Research methodology with a qualitative type of library research. The results of the study are based on the results of the literature review analysis, including indicators of low self-efficacy, which are influenced by the failure to achieve employee welfare and no reward. A work system that is not conducive can influence employee loyalty and dedication to increase awareness at work, motivation, sense of responsibility, and quality in completing each work carried out within a predetermined time limit. Working professionally and loyally is a characteristic of employees who take their work seriously. High seriousness values for employees with maximum work performance can reduce the low self-efficacy of employees. Increasing self-efficacy and empowering employees can improve civic behaviour in organizations. Self-efficacy and employee empowerment help increase employees' self-confidence and abilities in carrying out their duties so that they can more effectively and efficiently contribute to the organization.

Keywords: self-efficacy, organizational behavior, job satisfaction.

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INTRODUCTION

The role of employees in a company is one of the main factors in the progress or decline of the company (organization). The company's progress is a common goal in creating a conducive, harmonious, measurable work atmosphere. Employees are an important asset for an organization that plays a role in determining the direction and goals of an organization (Ajilin Tawan et al., 2020). The responsibility as an employee is automatically carried out if a worker has agreed to work to contribute energy and ideas to advance and improve the organization he/she is accompanying. The form of voluntary work in a company is a contract between employees who work to agree on steps and strategies for joint achievement. The demands of the results of the work are light when there is cooperation and cooperation.

The behaviour of every employee does not maintain commitment and togetherness. As a company leader, you need strict rules to achieve progress and goals. To equate perceptions to minimize the discrepancy in the workgroup, an initial work agreement must be made, both in writing and verbally. The initial work agreement makes one of the employee mediators when working in the company. The form of company progress is marked by increased knowledge, skills and commitment between leaders and employees. Workability is a condition owned by an employee who is full of ability, efficient and successful in carrying out a job by utilizing work equipment, physical and mental

health, work skills, a sense of responsibility and a conducive work environment to produce good work. Optimally, following the field of work done (Putra et al., 2021).

Employee suggestions for higher education eligibility norms are an important consideration for company sustainability (Duha, 2018). The level of education and experience determines the workability of an employee. Employees who work in this institution are required to have adequate work skills. The will to excel and improve self-evaluation is a good support system for company progress. Based on these problems, it is known from preliminary studies, namely (Putra et al., 2021). The results of this study support various empirical studies that have been used as research references, including (Krissanto et al., 2022), which found that mediocre interpersonal skills are the main weaknesses of the workforce, job satisfaction is related to job performance and training, salary, and peer support are the main factors that influence job satisfaction. As an additional effort from the work program, this type of treatment is given awards to work actors in increasing motivation, talent and interest independently. Some of the skills developed by employees in achieving common goals between the company and employees.

Organizational learning capability (OLC) can moderate the effect of emotional intelligence on job satisfaction (Chrisdianto et al., nd) also found that there is a difference in job satisfaction between self-employed persons without employees and those who have employees; entrepreneurs who have employees tend to feel more satisfied, there are differences in job satisfaction between managers in small firms and managers in large firms, but not for the three process-related aspects of work related to procedural utility; for the self-employed, there is a positive and sometimes statistically significant correlation between overall individual job satisfaction and satisfaction with ten aspects of work, the influence of the value of job satisfaction refers to the level of ability of employees, facilities obtained from the company and high commitment to promoting the company's development process.

The research was conducted to analyze the effect of organizational commitment on the performance of Pekanbaru Area State Electricity Company (PLN) employees (Setyoningsih, 2018). The population in this study were PLN Pekanbaru Area employees, and the sample used was the entire population, namely 76 respondents. From the results of research relevance, it is known that companies bound by contractual arrangements have a good level of progress. One of the effects of good employee performance is that they get guaranteed benefits and facilities from the company. However, the opposite procedure can occur from how low the facilities obtained from the company can reduce the quality of work to the achievement of low self-efficacy.

We must understand the terms of employees and workers in a company together, including involving organizational progress. Employees are an important asset for an organization that plays a role in determining the goals and objectives of an organization (Ajilin Tawan et al., 2020). The responsibility as an employee is automatically carried out if a worker has agreed to work to contribute energy and ideas to advance and improve the organization he/she is accompanying. Thus, the employee must fully commit to the organization he/she is accompanying and then increase productivity to achieve the objectives. The views of Abraham Maslow formulated that several basic elements affect the level of satisfaction. Satisfaction with meeting needs at a high level will bring a deep meaning to the individual, for example, happiness. Needs at the highest level, namely self-perfection, are considered growth needs. At a low level, each individual must meet needs to

maintain stability, as follows: 1. Physiological needs 2. Safety needs. 3. Social needs. 4. The need for self-esteem. 5. The need for perfection.

Improving employee quality is a form of self-motivation. Motivator factors are driving or intrinsic factors to work directly related to the work (Ajilin Tawan et al., 2020). The 'hygiene' factor is also extrinsic to work based on the work environment, supervision, interpersonal relations, status and salary, safety, and personal life. This factor is a driving force for a state of dissatisfaction to a maximum level which may be defined as the level of dissatisfaction and the level of satisfaction. Herzberg's Two Factor Theory is shown in diagram 2.

Organization to improve employee performance. More than just job satisfaction, employees are expected to have engagement. Engagement is a positive feeling and motivating performance related to a state characterized by passion, dedication, and absorption (Yelfira, 2018). Passion refers to strong energy and mental resilience while working. Dedication refers to a sense of meaningfulness, enthusiasm, inspiration, and pride in the organization. Appreciation for the emergence of the high dedication of employees can be seen in the work done during the process of carrying out work professionally.

An appropriate leadership style acceptable to employees will positively affect employee work behaviour (Yuliana et al., 2020). Effective leadership must provide direction for the efforts of all workers in achieving organizational goals. Without leadership or guidance, the relationship between individual and organizational goals may become tenuous (weak) (Belakang, 2015). Effective leadership is, of course, very much needed in encouraging employee performance improvement. However, it needs to be supported by a good employee empowerment process (Belakang, 2015). Empowerment is closely related to professionalism, which the individual always owns at first. Human resource management is generally used to obtain the maximum level of employee development, harmonious working relationships among employees and effective integration of human resources or the aim of efficiency and cooperation so that it is expected to increase work productivity (Endah Winarti & Harnoto, 2020).

Self-efficacy is closely related to self-control and resilience in a person in the face of failure, performance and effort in solving a problem faced by someone; some of these things are directly related to whether employees are satisfied or not at work (Endah Winarti & Harnoto, 2020). Increasing self-efficacy will likely encourage the growth of job satisfaction. So self-confidence exists because of the burden of responsibility that must be completed (Narendra, 2017). The effect of low self-efficacy for employees because they are not appreciated by society socially; this can be seen from the type of work that is not following personal abilities and does not have social support. The environmental community that knocks each other down does not have a support system from outside. They will experience obstacles from the aspect of resilience in paying attention to what will be done.

Such employees may experience symptoms of withdrawal from the social environment. There are indications that low self-efficacy is part of the evaluation to increase the volume of employee performance from the front lines in improving aspects of HR professionalism. Research found that self-efficacy positively affects job satisfaction (Endah Winarti & Harnoto, 2020). Research found that self-efficacy positively and significantly influences job satisfaction (Narendra, 2017). Research found that self-efficacy positively and significantly affects employee job satisfaction (Sumaila & Rossanty,

2022). Research found that self-efficacy has a positive and significant effect on employees' job satisfaction (Oktri & Zulfadil, 2019). The level of positive self-efficacy of employees is a conscious effort from company leaders in developing aspects of employee education and other achievements. Consideration of the outline of the application of the company's self to the organizational system and programmed periodically and continuously to achieve common goals and internal strength for company personnel who have an important influence, namely quality improvement together both in terms of knowledge, skills education, and passion for a professional employee.

Based on the description above, the purpose of this study is to find out and analyze the effect of self-efficacy and employee empowerment on the behavior of community organizations through job satisfaction.

METHODS

This study uses a qualitative approach with literature review design, to understand the effect of self-efficacy and employee empowerment on civic organizational behavior through job satisfaction. In this study there are four steps in analyzing qualitative data, namely: data collection, data reduction, data presentation, and conclusions. So through the analysis of electronic journals and e-books, it was found that employee performance can improve on its own.

RESULTS AND DISCUSSION

Each individual commits to carry out personal work activities. The reciprocal relationship between oneself and the company's leadership is one of the important means for employees to achieve prosperity and eligibility in life in the world of work. One of the maximum career development is assessed by implementing an employee's work. The company where they work has well-planned well-planned development goals and strategies. The realization of the planning program is part of the company's strength to pay attention to the performance of each employee through the evaluation of work results. Job satisfaction is a feeling that supports or does not support employees related to their work or their own conditions (Sumaila & Rossanty, 2022). Feelings related to work involve aspects such as wages or salaries received, career development opportunities, relationships with other employees, job placement, type of work, company organizational structure and quality of supervision.

Every employee has the hope of helping the company improve. Such a view is a big challenge for several companies that still need a shared commitment to build and realize consciously. In principle, no company can run single. Such beliefs and principles strengthen company leaders and employees in realizing common goals and minimizing conflicts. One conflict we need to emphasize is that optimal work is influenced by high and low levels of motivation, suitability for work and reciprocity in living life to achieve company progress. Job satisfaction is seen from the results displayed by employees in carrying out company tasks. Job satisfaction in KBBI can be translated as a psychological state in that workers feel pleasant in a work environment because all needs have been adequately met (Subhi, 2020).

Table 1. Assessment of Job Satisfaction

employee status	Low self-efficacy indicators	High self-efficacy indicators	Achievement of job satisfaction
New employee	1. Lack of confidence 2. Not adapted well 3. It does not have good potential yet		Less accomplished
Senior employee		1. Have a high commitment. 2. Contribute to the progress of the company 3. Achieve the target	Achieved
Permanent employee	1. Has a low level of motivation	1. Have experience in the field of work 2. Increase potency 3. Understand a workplace with good conduciveness	Achieved

Based on the observations from the table above, employee job satisfaction can be seen from the employee's status. Beginner employees have a low level of adjustment, so they need to be motivated to achieve emotional stability and comfort in a new work environment. At this early stage, it is necessary to involve observation during the first six months as a training period. Senior employees have longer work experience and have adapted well to reach a level of competence in working well. According to this stage, employees are considered capable of carrying out work with values achieved in carrying out work well. Work achievements regarding permanent employee status are important in achieving successful job satisfaction.

This is adjusted to the position level, the facilities obtained and the strength of motivation from commitment during work. In general, employees still feel bored carrying out work routines every day, so they experience a gradual decrease in motivation according to the conditions of the work environment. Job satisfaction is an emotional reaction to various aspects of a job (Subhi, 2020). Job satisfaction cannot be said to be one concept in this sense because it contains complexities or related aspects; besides that, some things considered satisfying for an employee are not necessarily satisfying for other employees. Such a paradigm becomes the basic discourse that employee achievements in forming good personalities with high dedication can be realized through personal awareness. The power to become an expert in the field of work is the initial motivation that must be instilled in every new employee or senior employee through the implementation of training and improvement of other human resources as a personal investment for each employee in carrying out work. The terms respect, affection and mutual help are manifestations for personal employees to be aware of building individual strengths and conduciveness in the work environment.

The active role of employees in the category of having low, medium, or high self-efficacy in terms of quality at work, ability to deal with problems in the company, productivity, and patterns of thinking about ongoing work developments. Based on low, medium, and high self-efficacy values greatly influence the quality of human resources in the work environment.

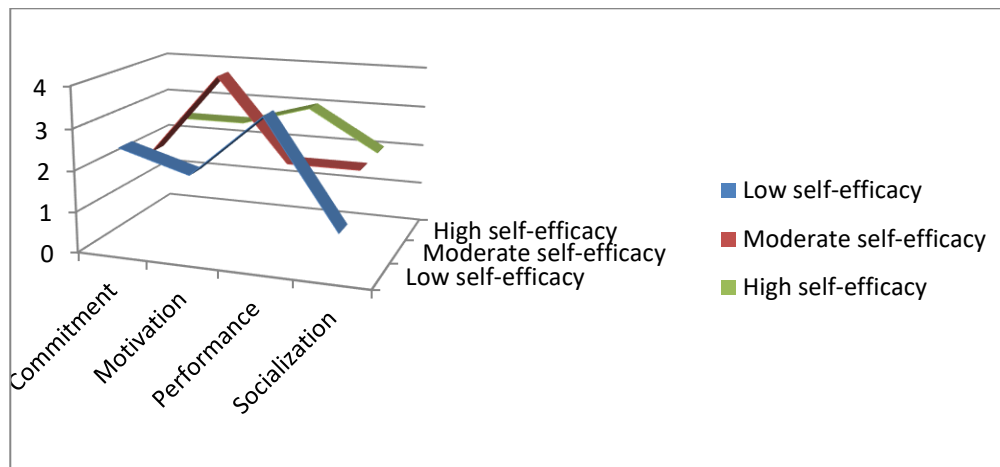


Figure 1. Employee Self-Efficacy Category

Empowerment from an organizational perspective is an action taken by an organization to share power and decision-making (Endah Winarti & Harnoto, 2020); empowered employees will feel better about their work and themselves and can then increase their job satisfaction (Hasibuan, 2016). Based on the results of the analysis in Figure 1, it is known that the low employee self-efficacy category is influenced by several achievement indicators, such as commitment to an outcome of 2.5; employees who have a good commitment will have an impact on the results of the work being carried out, the level of motivation with a score of 2 means that employees have a motivational category not yet stable this is experienced from the level of job satisfaction decreased. So that it affects work performance and impacts social value aspects, with a score of 1. Very low. Employees with low self-efficacy category have low social welfare and are almost isolated.

Employees who have moderate self-efficacy score two on the commitment aspect. The initial work agreement is one of the supporting factors in the commitment that exists between employees and other company personnel. While work motivation on moderate self-efficacy with a score of 4 is sufficient to be developed and given special attention to the medium category, employees still have a greater opportunity to improve work quality and self-quality for lagging achievements. In principle, the moderate category has sufficient value and needs to be improved.

The third category is high self-efficacy. The commitment built and developed by employees with a high self-efficacy category has a stable 2.5 score with a balanced 2.5 motivation. This situation is equal to the average number of achievements. Judging from work performance, a score of 3 is very good. Socialization level with a good score of 2. This balance becomes good and measurable when there is an improvement in the system that impacts improving the quality and strength of work, such as the value of job satisfaction.

Self-efficacy is a person's self-belief in his ability to carry out and manage every activity required for achieving optimal performance (Sumaila & Rossanty, 2022). Self-efficacy is a belief that arises in every individual because he has self-confidence in his abilities to carry out work so that he gets success with good performance and achieves goals (Sumaila & Rossanty, 2022).

Things that need to be developed from field studies are revealed based on empirical evidence of the influence of transformational leadership on organizational commitment and organizational citizenship behaviour, which previous researchers have extensively studied. The study results a show

that transformational leadership influences organizational citizenship behaviour such as (Gunara et al., 2014). Other studies have shown that leader encouragement has a negative effect on organizational citizenship behaviour (Hidayati, 2013). Optimistic behaviour of employees contributes to thoughts and personal strength in the form of work groups. Internal strength is formed from group consciousness. Creating a conducive atmosphere in the work environment is an initial commitment for beginners and seniors, regardless of contract status or permanent employees. Facts in the field of employee employment status are one of the differences between permanent and contract employees. This situation of social difference becomes a social conflict if not minimized by the company leadership. The influence is very significant from social status and views of power in completing the work undertaken.

Some employees may feel a great need (need) and obligation (ought) at the same time to continue working in an organization but need to have the desire (want) to continue working in that organization (Pieter Sahertian, 2010). Other employees may feel free of a need (need) and feel obligated (ought) but have a great desire (want) to continue working for the organization, and so on. Self-efficacy concerns individual belief in their ability to influence control over their environment. High self-efficacy can turn negative situations into positive ones and create the potential for success in accomplishing other work achievements (Pieter Sahertian, 2010). If individuals do not believe they can empower the cognitive behavioural resources and motivation needed to complete a task or a particular goal, they are very burdened by aspects of the task and not motivated to work. Some theoretical analyses explain that the personal, social, learning and career dimensions allow employees to develop active values and mutual agreements with the company. Fulfilling employee needs such as work benefits, wages, and family life insurance is one of the balancing factors to achieve personal HR strength. The practice of motivation, emotional intelligence and efficacy with job satisfaction is further strengthened by the Goleman Model, which contains five domains in emotional intelligence influencing the results of the study based on the possibility of modifying the dimensions of the teacher's emotional intelligence, namely the dimension of self-emotional awareness, the dimension of self-control, the dimensions of motivation, empathy and social skills (Ajilin Tawan et al., 2020). Educators should know the stages and control emotions for the practice of motivation, emotional intelligence and efficacy with job satisfaction reinforced by the Goleman model, which contains five domains in emotional intelligence influencing the results of the study based on the possibility of changing the dimensions of the teacher's emotional intelligence, namely the dimension of emotional awareness itself, dimensions of controlling kendiri, dimensions of motivation, empathy and social skills. Educators should know the stages and control emotions for novice and senior employees. It will not advance a company if the commitment system is assessed from the type of length of work because it is quantitative, so it ignores qualitative or guaranteed quality.

CONCLUSION

Employee increase in private and government companies can be influenced by the high or low quality of human resources. The mental strength of work is tested in real-time when employees experience difficulties in doing work in the company. The development and growth of the company currently have an important role in achieving employee quality. Indicators of achieving good

performance by considering success indicators include high employee motivation in carrying out work, high dedication and contribution of time, thoughts of equalizing initial perceptions, namely achieving joint success between internal and external strengths of the company in the form of work facility benefits, provision of welfare and the realization of career paths and providing training in order to implement professionalism improvement.

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